

**Business Process  
Re-engineering  
Myth or Reality?**

---

John Willmott  
Consultant



# What is Business Process Re-engineering?

A means of achieving radical improvements in business performance and competitiveness through a re-evaluation and redesign of core business processes.

E-SI-125

INPUT

Notes

11/23/92



## Image of IS Department

**“A group of expensive technical staff who do not relate well to the business needs of the organisation”**

E-SI-126

INPUT

Notes

11/23/92

© 1992 by INPUT. Reproduction Prohibited.

**INPUT**



## Skills Required for Business Process Re-engineering

- Psychology of seeking continuous improvement and service
- Seeking of projects which lead to step change in organisation's effectiveness

Source: Andersen Consulting

E-SI-127

INPUT

Notes

the 1990s, the number of people in the UK who are employed in the public sector has increased by 1.5 million, from 2.5 million in 1980 to 4 million in 1995 (Department of Health 1996).

There is a growing emphasis on the need to improve the efficiency of the public sector, and to ensure that the public sector is able to deliver the services that are required by the public. This has led to a number of initiatives, including the introduction of competition, the restructuring of public services, and the introduction of new management practices. These initiatives have led to a number of changes in the way that public services are delivered, and have led to a number of improvements in the efficiency of the public sector.

One of the key challenges facing the public sector is the need to improve the efficiency of the public sector, and to ensure that the public sector is able to deliver the services that are required by the public. This has led to a number of initiatives, including the introduction of competition, the restructuring of public services, and the introduction of new management practices. These initiatives have led to a number of changes in the way that public services are delivered, and have led to a number of improvements in the efficiency of the public sector.

One of the key challenges facing the public sector is the need to improve the efficiency of the public sector, and to ensure that the public sector is able to deliver the services that are required by the public. This has led to a number of initiatives, including the introduction of competition, the restructuring of public services, and the introduction of new management practices. These initiatives have led to a number of changes in the way that public services are delivered, and have led to a number of improvements in the efficiency of the public sector.

One of the key challenges facing the public sector is the need to improve the efficiency of the public sector, and to ensure that the public sector is able to deliver the services that are required by the public. This has led to a number of initiatives, including the introduction of competition, the restructuring of public services, and the introduction of new management practices. These initiatives have led to a number of changes in the way that public services are delivered, and have led to a number of improvements in the efficiency of the public sector.

One of the key challenges facing the public sector is the need to improve the efficiency of the public sector, and to ensure that the public sector is able to deliver the services that are required by the public. This has led to a number of initiatives, including the introduction of competition, the restructuring of public services, and the introduction of new management practices. These initiatives have led to a number of changes in the way that public services are delivered, and have led to a number of improvements in the efficiency of the public sector.

One of the key challenges facing the public sector is the need to improve the efficiency of the public sector, and to ensure that the public sector is able to deliver the services that are required by the public. This has led to a number of initiatives, including the introduction of competition, the restructuring of public services, and the introduction of new management practices. These initiatives have led to a number of changes in the way that public services are delivered, and have led to a number of improvements in the efficiency of the public sector.



# Case Study 1

## Major Utility Driving Forces



E-SI-128

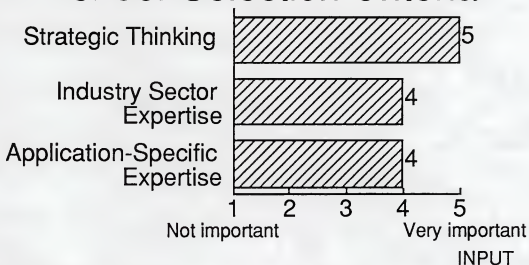
INPUT

Notes



## Case Study 1

### Vendor Selection Criteria



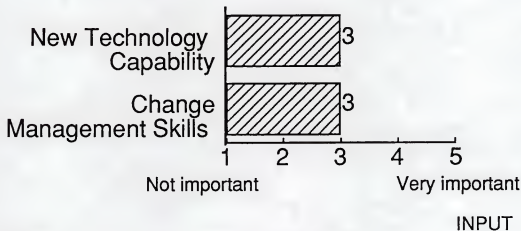
E-SI-129a

Notes



# Case Study 1

## Vendor Selection Criteria



E-SI-129b

Notes

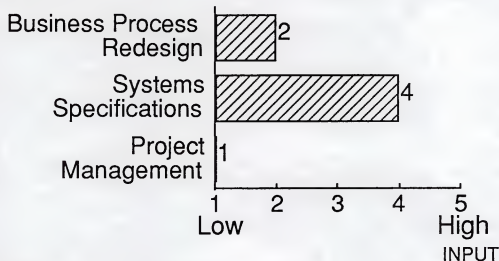
The first part of the paper discusses the importance of the research and the objectives of the study. It then presents a literature review of the existing research on the topic. The methodology section describes the research design and the data collection process. The results section presents the findings of the study, and the conclusion section summarizes the main points and provides recommendations for future research.

The study was conducted in a laboratory setting, and the participants were recruited from a local university. The data was collected using a series of questionnaires and interviews. The results of the study show that there is a significant relationship between the variables being studied. The findings suggest that the research has important implications for the field of study.

The research was supported by a grant from the National Science Foundation. The authors would like to thank the participants for their contribution to the study and the reviewers for their helpful comments.

## Case Study 1

### Extent of Vendor Involvement



E-SI-130a

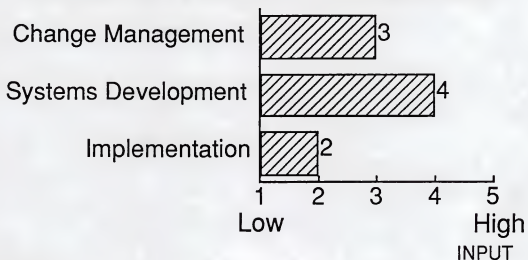
Notes





## Case Study 1

### Extent of Vendor Involvement



E-SI-130b

Notes



## Case Study 2—Reinshagen

- Benchmarking—to pinpoint areas for improvement
- Cross-functional impact analysis
- Activity-based costing to understand overheads

E-SI-131

INPUT

Notes

the 1990s, the number of people in the UK who are employed in the public sector has increased by 1.5 million, from 2.5 million in 1980 to 4 million in 1995. The public sector has become an important employer of people with mental health problems.

There is a growing awareness of the need to improve the mental health of people in the public sector. The Department of Health (1996) has published a strategy for mental health care, which includes a commitment to improve the mental health of people in the public sector. The strategy states that 'the mental health of people in the public sector is a priority for the Department of Health'.

The strategy also states that 'the Department of Health will work with other government departments to ensure that the mental health of people in the public sector is given the same priority as the mental health of people in the private sector'. The strategy also states that 'the Department of Health will work with other government departments to ensure that the mental health of people in the public sector is given the same priority as the mental health of people in the private sector'.

The strategy also states that 'the Department of Health will work with other government departments to ensure that the mental health of people in the public sector is given the same priority as the mental health of people in the private sector'. The strategy also states that 'the Department of Health will work with other government departments to ensure that the mental health of people in the public sector is given the same priority as the mental health of people in the private sector'.

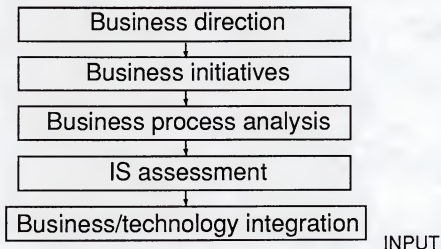
The strategy also states that 'the Department of Health will work with other government departments to ensure that the mental health of people in the public sector is given the same priority as the mental health of people in the private sector'. The strategy also states that 'the Department of Health will work with other government departments to ensure that the mental health of people in the public sector is given the same priority as the mental health of people in the private sector'.

The strategy also states that 'the Department of Health will work with other government departments to ensure that the mental health of people in the public sector is given the same priority as the mental health of people in the private sector'. The strategy also states that 'the Department of Health will work with other government departments to ensure that the mental health of people in the public sector is given the same priority as the mental health of people in the private sector'.

The strategy also states that 'the Department of Health will work with other government departments to ensure that the mental health of people in the public sector is given the same priority as the mental health of people in the private sector'. The strategy also states that 'the Department of Health will work with other government departments to ensure that the mental health of people in the public sector is given the same priority as the mental health of people in the private sector'.

The strategy also states that 'the Department of Health will work with other government departments to ensure that the mental health of people in the public sector is given the same priority as the mental health of people in the private sector'. The strategy also states that 'the Department of Health will work with other government departments to ensure that the mental health of people in the public sector is given the same priority as the mental health of people in the private sector'.

# EDS—Business Information Planning



E-SI-132

Notes

11/23/92

© 1992 by INPUT. Reproduction Prohibited.

**INPUT**



## Gemini Consulting

- Business transformation through multidisciplinary projects
- Targeting Fortune 100
- European business transformation revenues of \$75 million

E-SI-133

INPUT

Notes





## Cap Gemini Sogeti

- Developing international account liaison
- Forging closer links with Gemini Consulting
- Board-level transnational approach

E-SI-134

INPUT

Notes

11/23/92



## Digital—Consulting Revenue Growth

Market Sector	Growth Expectations
IS consulting	Very High
Strategy consulting	Medium - High
Process re-engineering	Medium - High
HR consulting	Medium

E-SI-135

INPUT

Notes

11/23/92



## Digital—Business Process Re-engineering Contracts

Client	Aim of Project
GEC Express Lifts	Significant competitive advantage over main competitor
Barnege Nationale de Paris	Customer service improvement and cost reductions

E-SI-136

INPUT

Notes

11/23/92



## Coopers & Lybrand BreakPoint BPR

- Core process definition
- BreakPoint identification
- Process re-design
- Change management

E-SI-137

INPUT

Notes

11/23/92









# About INPUT

INPUT is a worldwide consulting and market research firm uniquely focused on the information technology services and software markets. Executives in many technically advanced companies in Europe, North America, and Japan rely on INPUT for data, objective analysis, and insightful opinions to support their business plans, market assessments, and technology directions. By leveraging INPUT's considerable knowledge and expertise, clients make informed decisions more quickly, and benefit by saving on the cost of internal research.

Since 1974, INPUT has compiled the most extensive research base available on the worldwide information services market and its key segments, providing detailed market forecasts, vertical industry sector analysis and forecasts and analysis of vendor strategies and products. INPUT delivers specific expertise in the fast changing areas of outsourcing, systems integration, EDI/electronic commerce, software development/CASE, and on the impact of downsizing.

Consulting services are provided by more than 50 professionals in major international business centers. Clients retain INPUT for custom consulting/proprietary research, subscription-based continuous advisory programs, merger/acquisition analysis and user satisfaction surveys.

Most clients have retained INPUT continuously for a number of years, providing testimony to INPUT's consistent delivery of high-value solutions to complex business problems. To find out how your company can leverage INPUT's market knowledge and experience to gain a competitive edge, call us today.

## INPUT OFFICES

### North America

#### San Francisco

1280 Villa Street  
Mountain View, CA 94041-1194  
Tel. (415) 961-3300 Fax (415) 961-3966

#### New York

Atrium at Glenpointe  
400 Frank W. Burr Blvd.  
Teaneck, NJ 07666  
Tel. (201) 801-0050 Fax (201) 801-0441

#### Washington, D.C.

1953 Gallows Road, Suite 560  
Vienna, VA 22182  
Tel. (703) 847-6870 Fax (703) 847-6872

### International

#### London - INPUT LTD.

17 Hill Street  
London, W1X 7FB, England  
Tel. +71 493-9335 Fax +71 629-0179

#### Paris - INPUT SARL

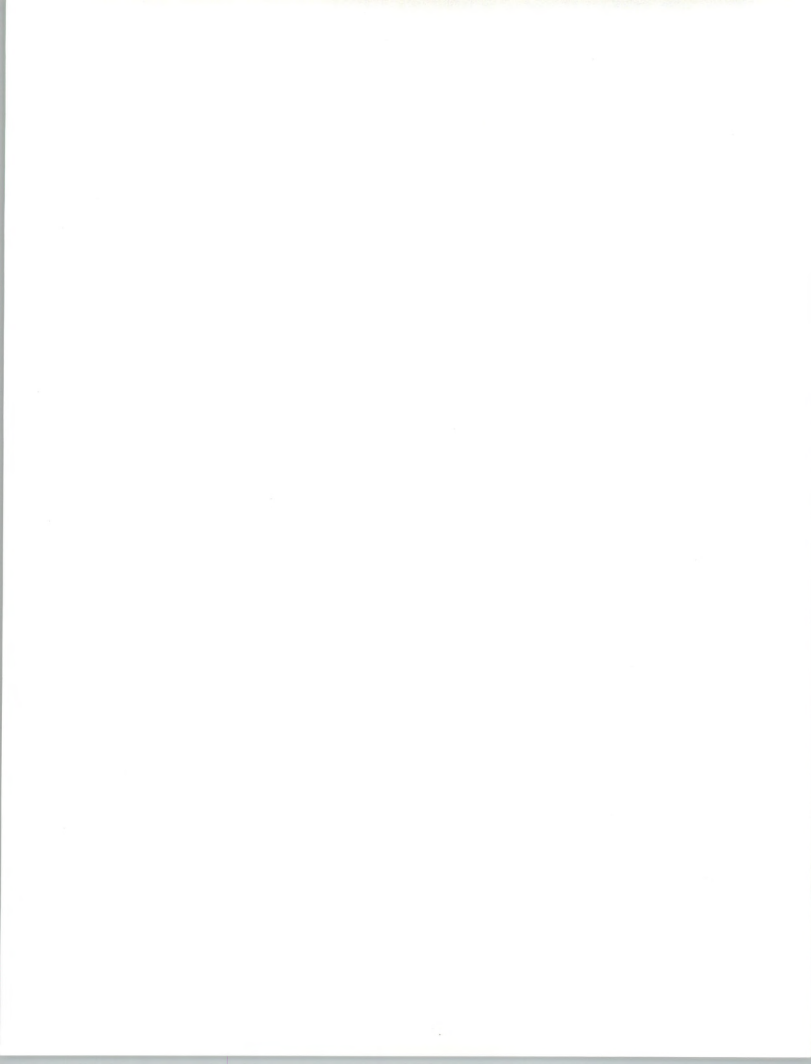
24, avenue du Recteur Poincaré  
75016 Paris, France  
Tel. +1 46 47 65 65 Fax +1 46 47 69 50

#### Frankfurt - INPUT LTD.

Sudetenstrasse 9  
W-6306 Langgöns-Niederkleen, Germany  
Tel. +6447-7229 Fax +6447-7327

#### Tokyo - INPUT KK

Saida Building, 4-6  
Kanda Sakuma-cho, Chiyoda-ku  
Tokyo 101, Japan  
Tel. +3 3864-0531 Fax +3 3864-4114



# Business Process Re-engineering Myth or Reality?

---

John Willmott  
Consultant

